

Carlson, Debra (DPS)

From: Carlson, Debra (DPS)
Sent: Thursday, May 23, 2019 12:19 PM
To: Fasbender, Andrea (DPS); Schmitz, Jeffrey (DPS)
Subject: Charging Customers for Standing appointments

Importance: High

Randi Wellman just spoke with a customer whose child failed the road test and has an appointment scheduled in August. The customer told her that [REDACTED] Driving school offered to get their child a road test in May for \$75.00 using one of their standing appointments. I have asked Randi to find out if this customer's child completed their driver training at [REDACTED] Driving school.

Driving schools making money off of our customers desire for a road test appointment has got to be the last straw with continuing this practice.

With this practice becoming more common knowledge to the public and schools soliciting for the opportunity to earn additional money by providing an appointment sooner than what the general public can have access to should be enough of a valid reason to cease this practice as soon as possible.

Ending this at the start of the fiscal year (July 1) or the first full Monday (July 8) would be my recommendation. This would also open up 190 Class D road test appointments per week between the three metro exam stations.

Deb Carlson
Driver Exam Program Manager
[REDACTED]

Carlson, Debra (DPS)

From: Carlson, Debra (DPS)
Sent: Monday, June 3, 2019 9:18 AM
To: Fasbender, Andrea (DPS)
Cc: Schmitz, Jeffrey (DPS)
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School
Attachments: Standing Appts for Driving Schools.xlsx

I have included additional information in red to Mark Larson's initial responses:

What driving schools are on the privileged list to have block reservations.

Joel Newton has the current list- private information?

The list compiled from the three metro regions is attached. This has been shared with Interstate Truck Driving school when the owner made a data request. If you consider her question a data request, this could be shared.

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

The practice of having standing appointments at the metro exam stations has been in place for many years. It seemed to have started with a few driving schools that provided their training car for a road test. It was just a couple of schools that predominately did this and since they scheduled the same time of day for the test, supervisors just made the decision to not require these schools to set up appointments in the system. It reduced phone calls to schedule the tests. Over the past few years, this practice has evolved to so many driving schools that it is no longer manageable and has brought the subject into the light of an inequitable practice. Driver Services (DS) started a review of standing appointments in November of this year. During the evaluation of all standing appointments were frozen; no new appointments have been added and appointments given up by a school are opened up to the public and are not available for that school or any other school.

Is this practice in the State laws or statues?

No.

Why are not schools like Buckle Up Driving School being allowed to participate in this privileged practice?

All new requests for standing appointments have been denied during the evaluation.

Are you aware of any e-mail that was sent out allowing schools to sign up for this practice?

Notifications were not sent to any schools. The only communication with schools would be for those that had the standing appointments and these schools are required to let the station know if they are not going to show up for their appointment.

How did the state of Minnesota select what schools can participate with block appointments?

When the practice started schools contacted the supervisor at a metro exam station. Driving schools made the request to the supervisors and arrangements of dates and times were determined.

As you stated to me that you were able to schedule an appointment at Eagan on May 23, then why doesn't the State abolish the practice of privileged reservations and have all clients use the online system?

During the evaluation of all standing appointments, no changes are being made to the existing standing appointments.

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

The review of standing appointments is being done to evaluate this practice. Driver Services met with the ADM Continuous Improvement team to evaluate this practice and they suggested MAD would be the appropriate agency to complete the evaluation.

Does the state have any rules against privileges, discrimination and unethical behavior?

Driver & Vehicle Services does not discriminate. The practice of standing appointments is being evaluated.

My understanding is that the State of Minnesota does not condone discrimination, privileges, unethical practices, and favoritism in its daily practices. Do you agree with this statement?

DVS agrees. The evaluation will ensure the allocation of road test appointments does not discriminate against any Minnesota resident or driving school.

Ae you planning to take any further actions? If yes, then what? If not, then why are you not going to take further actions to make everything fair and equal to all driving schools in the state?

DVS will make changes based on the recommendation of the evaluation.

Deb Carlson
Driver Exam Program Manager
[REDACTED]

From: Fasbender, Andrea (DPS) [REDACTED]
Sent: Wednesday, May 29, 2019 3:14 PM
To: Carlson, Debra (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School
Importance: High

Deb,

Jeff talked to AC Lynaugh to inform him you were out. Draft of response to questions is below we need have this to Jeff ASAP Monday morning. Thanks.

Andrea Fasbender
Driver Services Director
[REDACTED]

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From: Fasbender, Andrea (DPS)
Sent: Wednesday, May 29, 2019 1:39 PM
To: Joan Kopcinski [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

For context I am leaving the entire email string intact.

Andrea Fasbender
Driver Services Director
[REDACTED]

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From: Hom, Cindy (DPS)
Sent: Wednesday, May 29, 2019 11:16 AM
To: Fasbender, Andrea (DPS) [REDACTED]
Cc: Carlson, Debra (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

Below are the answers that Mark put together.

From: Fasbender, Andrea (DPS)
Sent: Wednesday, May 29, 2019 9:21 AM
To: Hom, Cindy (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

Cindy,

Can you coordinate the response to the questions and send back to me. Thanks.

Andrea Fasbender
Driver Services Director
[REDACTED]

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From: Schmitz, Jeffrey (DPS)
Sent: Wednesday, May 29, 2019 8:57 AM
To: Fasbender, Andrea (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

Here you go. The ask is to take a look at her 11 specific questions and craft a response to them for my review, to the best of your ability and current knowledge.

Thank you very much.



Jeffrey Schmitz
Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety
[REDACTED]

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 7:23 AM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

See below and work with Joe on the best response. Thanks, Dawn

From: Lynaugh, Timothy (DPS)
Sent: Wednesday, May 29, 2019 6:52 AM
To: Olson, Dawn M (DPS) [REDACTED]
Cc: Newton, Joseph (DPS) [REDACTED]
Subject: Fwd: Class-D skill Testing/Follow-up/Buckle Up Driving School

Please review specific questions being asked and draft a more formal response to Ms. Awalt's questions. Since Jeff has been doing the research on this topic he can maybe take ownership of the response.

I'm unsure if we can provide names of specific driving schools which is why Joe is included so that he can weigh in on that topic.

Tim

From: Linda Awalt [REDACTED]
Sent: Tuesday, May 28, 2019 10:22 PM
To: Lynaugh, Timothy (DPS); Reissner, Nancy (DPS)
Cc: Geraghty, Angela (DPS)
Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good Afternoon Tim,

I realized that the conversation between us did not fair to you're liking. I assumed our phone meeting was to discuss the update on the practice of certain driving schools receiving privileges for road test, but not all State Driving Schools. I felt as soon as we started talking you wanted to discuss the process of scheduling online. You went on to say that you, yourself looked online May 20 and was able to schedule a test on May 23 I didn't understand how that relates to certain driving schools that are being discriminated against and the unethical practices of the State of Minnesota, allowing certain schools to have daily or weekly appointments,

without an actual client scheduled with the State of Minnesota or to having standing appointments for them. I am passionate about my job and my clients. I feel that my school is being discriminated against because when I asked for some days in April, you and Mark Larson informed me that it was not open to Buckle Up. So as you kept discussing the computer online system(which many families don't use computers or have them) the conversation was going no where. As I tried relaying to you, I give the tools to all my families/clients the website to schedule or call the State scheduling number. At that point you told me to send you a list of questions I would like answered.

What driving schools are on the privileged list to have block reservations.

Joel Newton has the current list- private information?

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

The practice of having standing appointments at the metro exam stations has been in place for many years (?). Driver Services (DS) started a review of standing appointments in January of this year. During the evaluation of all standing appointments were frozen; no new appointments have been added and appointments given up by a school are opened up to the public and are not available for that school or any other school.

Is this practice in the State laws or statues?

No

Why are not schools like Buckle Up Driving School being allowed to participate in this privileged practice?

No changes are being made to standing appointments during the evaluation.

Are you aware of any e-mail that was sent out allowing schools to sign up for this practice?

Notifications were not sent to any schools.

How did the state of Minnesota select what schools can participate with block appointments?

When the practice started schools contacted the supervisor at a metro exam station.

As you stated to me that you were able to schedule an appointment at Eagan on May 23, then why doesn't the State abolish the practice of privileged reservations and have all clients use the online system?

During the evaluation of all standing appointments no changes are being made to the existing standing appointments.

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

The review of standing appointments is being done to evaluate this practice. Driver Services met with another <insert state agency> to evaluate this practice and they suggested <agency> would be the appropriate agency to complete the evaluation.

Does the state have any rules against privileges, discrimination and unethical behavior?

Driver & Vehicle Services does not discriminate. The practice of standing appointments is being evaluated.

My understanding is that the State of Minnesota does not condone discrimination, privileges, unethical practices, and favoritism in its daily practices. Do you agree with this statement?


DVS agrees. The evaluation will ensure the allocation of road test appointments does not discriminate against any Minnesota resident or driving school.

Are you planning to take any further actions? If yes, then what? If not, then why are you not going to take further actions to make everything fair and equal to all driving schools in the state?

DVS will make changes based on the recommendation of the evaluation.

I thank you for your time, in hopes to resolve this issue.

Linda Awalt

On May 6, 2019, at 10:54 AM, Lynaugh, Timothy (DPS) 
wrote:

Linda, please call me at the number listed below.



Thank you
<Mail Attachment.ics>

Carlson, Debra (DPS)

From: Carlson, Debra (DPS)
Sent: Thursday, April 18, 2019 9:13 AM
To: Charles Hayssen
Subject: RE: Road Test Appointments

Good Morning Chip,

Standing appointments for some reason became a practice that was only available at the three large metro stations (Arden Hills, Eagan and Plymouth). At this time, the status of adding any additional standing appointments is on hold for any new requests by any driver education program. There is currently a complaint filed with the DPS Internal Affairs Division about this topic so I am not at liberty to discuss this topic any further at this time.

Thank you for your email and the request. I apologize that we cannot accommodate your request at this time. We will keep you informed of any future changes about this topic.

Deb Carlson
Driver Exam Program Manager
[REDACTED]

From: Charles Hayssen [REDACTED]
Sent: Wednesday, April 17, 2019 8:41 AM
To: Carlson, Debra (DPS) <[REDACTED]>
Subject: Road Test Appointments

Good morning, Deb:

We have communicated with you before concerning road test appointments being reserved by driving schools. When we were working with [REDACTED] to take over his lesson obligations late last year we first learned about his appointment slots at Arden Hills and then learned about [REDACTED] slots. We now have a standing daily exam time at Arden Hills. Thank you for helping make that possible.

Are standing exam times available elsewhere? We have a huge presence on the west side of the metro area, doing the school district programs for Eden Prairie, Chaska/Chanhassen, Minnetonka, Hopkins, Edina and Osseo and we are just beginning with Anoka-Hennepin. Do driving schools have standing appointments at the Plymouth testing center? May we get a standing daily appointment there?

Do other driving schools have standing appointments at the Eagan testing facility? If so, can we make arrangements for standing exam times?

Finally, do open-course testing centers give standing appointments for driving schools? Almost all the teens testing at your Stillwater office are from Safeway, as well as a significant share in Chaska and Hastings. Do those smaller facilities give standing times to anyone?

Personally, Cindy and I wished nobody had standing times anywhere. It doesn't seem fair to people who are now waiting three months or more for a road test appointment and it would make for some awkward admissions and explanations if it ever became a news story. But we want to remain competitive. For too many years we were unaware of how other driving schools were taking advantage of standing exam times. With about 25% of the metro area teens using Safeway, we want to offer our customers what our competitors are offering theirs.

Given how booked out the Plymouth and Eagan exam facilities are, this probably can't start until the end of the summer. That's fine with us – we just wanted to get them started, if possible.

Thank you for your attention.

Chip Hayssen

MINNESOTA DEPARTMENT OF PUBLIC SAFETY



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Driver and Vehicle Services

445 Minnesota Street • Suite 190 • Saint Paul, Minnesota 55101-5190

Driver Services Phone: 651.297.3298 • Vehicle Services Phone: 651.297.2126

Fax: 651.797.1120 • TTY: 651.282.6555

dps.mn.gov

Date: June 3, 2019

Fr: Jeffrey Schmitz, Deputy Director, Driver and Vehicle Services
Minnesota Department of Public Safety (DPS)

To: Linda Awalt, Buckle Up Driving School

Re: Responses to questions submitted to DPS Assistant Commissioner Tim Lynaugh

Dear Ms. Awalt,

Greetings. My name is Jeffrey Schmitz. I am Deputy Director of the Driver and Vehicles division (DVS) of the Minnesota Department of Public Safety (DPS). I have been asked to respond to you on behalf of DPS Assistant Commissioner Tim Lynaugh, specifically to a series of questions that you asked with respect to the current practice of standing appointments at our metro area exam stations. The following are answers to the eleven questions you asked on Tuesday, May 28, 2019.

What driving schools are on the privileged list to have block reservations?

A: The requested current list from the three metro exam station regions is attached.

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

A: It is important to understand when examining this matter that current standing appointment practices at the exam stations are neither discriminative nor unethical. The State of Minnesota, the Department of Public Safety, and the Driver and Vehicle Services division does not practice discriminative and/or unethical behavior when serving the public.

The practice of having standing appointments has been in place for many years. It started many years ago with a few driving schools that provided their training cars for road tests. It was just a couple of schools that predominately did this and since they scheduled the same time of day for the test, supervisors made the decision to not require these schools to set up appointments in the system out of a need to be as efficient with their time as possible. The business justification for doing so was that it reduced phone calls to the agency to schedule tests. The practice, at the time, saved the public time and money. Only a limited supply of standing appointment were offered to organizations because the remaining exam time slots needed to remain open for the public. Over the years, DVS has been able to maintain a positive customer centric mix that satisfied the needs of the public seeking a testing opportunity, and the schools that were servicing the needs of their clients. Over the past few years, this practice has evolved to the point that all of the available standing appointment spots have been taken up on a first come first served basis. There currently are no more standing appointment spots to offer new schools wanting them. However, they may request to get on a waiting list should more spots become available in the future.

DVS started a review of standing appointment practices in November, 2018. During the evaluation, all standing appointments were frozen; and no new standing appointments have been added while DVS formally evaluates the merits of the current system.

Is this practice in the State laws or statutes?

A: No.

Why are not schools like Buckle Up Driving School being allowed to participate in this privileged practice?

A: Space and testing availability at our exam stations are limited. This is a supply and demand issue. There currently are no available standing appointment spaces to offer. However, all interested schools may get on a waiting list for future standing appointments should they become available. Currently all new requests for standing appointments have been denied during the evaluation being conducted by the agency of the program.

Are you aware of any e-mail that was sent out allowing schools to sign up for this practice?

A: Notifications were not sent to any schools. All schools that wanted standing appointments were accommodated on a first come first served basis until the available standing appointment

spaces were gone. The only current communication with schools would be for those that have current standing appointments, as these organizations/schools are required to let the exam stations know if they are not going to show up for the appointment so it can be made available to the public.

How did the state of Minnesota select what schools can participate with block appointments?

A: When the practice started schools contacted the supervisor at a metro exam stations. Driving schools made the request to the supervisors and arrangements of dates and times were determined. All schools that wanted standing appointments were accommodated on a first come first served basis until the available standing appointment spaces were gone.

As you stated to me that you were able to schedule an appointment at Eagan on May 23, then why doesn't the State abolish the practice of privileged reservations and have all clients use the online system?

A: During the current program evaluation of all standing appointments, no changes are being made to the existing standing appointments practices, until such a time it can be determined what the correct formula is that will best serve the testing needs of the public, and current and future stakeholders. Pending the outcome of the formal study, an abolishment of the practice may happen, an expansion opportunity may be identified, or the program may remain status quo. A sound metrics based decision that will yield the optimum best practice in serving the public will be implemented.

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

A: As stated, the current standing appointment practices at the exam stations are neither discriminative nor unethical. The State of Minnesota, the Department of Public Safety, and the Driver and Vehicle Services division does not practice discriminative and/or unethical behavior when serving the public. Standing appointment slots are limited and were issued on a first come first served basis. DVS is currently studying the standing appointments program to evaluate the merits of the practice. Pending the outcome of the formal study, an abolishment

of the practice may happen, an expansion opportunity may be identified, or the program may remain status quo. A sound metrics based decision that will yield the optimum best practice in serving the public will be implemented.

Does the state have any rules against privileges, discrimination and unethical behavior?

A: Driver & Vehicle Services does not discriminate, grant privileges, or act unethically when serving the needs of the public. Historically, DVS has been able to maintain a positive customer centric mix that satisfied the needs of the public seeking a testing opportunity and the schools that were servicing the needs of their clients. Over the past few years, this practice has evolved to the point that all of the available standing appointment spots have been taken up on a first come first served basis. There are no more standing appointment spots to offer new schools wanting them. However, they may request to get on a waiting list should more spots become available in the future. The practice of standing appointments is being evaluated.

My understanding is that the State of Minnesota does not condone discrimination, privileges, unethical practices, and favoritism in its daily practices. Do you agree with this statement?

A: DVS agrees. The agency does not condone discrimination, and does not practice it. It does not provide privileges, or practice unethical behavior, or grant favoritism. All current standing appointment holders were given the same opportunities when the program was established. Space is limited at the exam centers and the supply of standing appointments are limited. Pending the outcome of the program evaluation aforementioned several times, schools that do not have them are welcome to get on a waiting list until such a time additional standing appointment spaces become available.

Are you planning to take any further actions? If yes, then what? If not, then why are you not going to take further actions to make everything fair and equal to all driving schools in the state?

A: During the current program evaluation of all standing appointments, no changes are being made to the existing standing appointments practices, until such a time it can be determined what the correct formula is that will best serve the testing needs of public, and current and future stakeholders. Pending the outcome of the formal study, an abolishment of the practice may happen, an expansion opportunity may be identified, or the program may remain status

quo. A sound metrics based decision that will yield the optimum best practice in serving Minnesotans will be implemented.

I hope these answers to your questions provided you with the information you were seeking.

Thank you for contacting Driver & Vehicle Services.



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety



Gordon, Bruce (DPS)

From: Carlson, Debra (DPS)
Sent: Thursday, May 23, 2019 12:19 PM
To: Fasbender, Andrea (DPS); Schmitz, Jeffrey (DPS)
Subject: Charging Customers for Standing appointments

Importance: High

Randi Wellman just spoke with a customer whose child failed the road test and has an appointment scheduled in August. The customer told her that [REDACTED] Driving school offered to get their child a road test in May for \$75.00 using one of their standing appointments. I have asked Randi to find out if this customer's child completed their driver training at [REDACTED] Driving school.

Driving schools making money off of our customers desire for a road test appointment has got to be the last straw with continuing this practice.

With this practice becoming more common knowledge to the public and schools soliciting for the opportunity to earn additional money by providing an appointment sooner than what the general public can have access to should be enough of a valid reason to cease this practice as soon as possible.

Ending this at the start of the fiscal year (July 1) or the first full Monday (July 8) would be my recommendation. This would also open up 190 Class D road test appointments per week between the three metro exam stations.

Deb Carlson
Driver Exam Program Manager
[REDACTED]

From: Schmitz, Jeffrey (DPS)
To: OHern, Cassandra (DPS); Lynaugh, Timothy (DPS)
Cc: Olson, Dawn M (DPS)
Subject: *Update* RE: Continuous Improvement assistance - DVS - CDL road test scheduling
Date: Tuesday, April 23, 2019 4:57:51 PM
Attachments: image005.png

Good afternoon. FYI. I just received this notification from the Office of Continuous Improvement Director Joe Raasch, informing us that they will not be able to help us with the standing appointments study we requested they assist us with a few months ago (see below).

I'm not sure if the DPS Commissioner's Office would have any influence with the Commissioners over at Administration with respect to this study request that we have been waiting to have conducted on our behalf, but if you do, perhaps they could work our needed study in among their other priorities after all.



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety

From: Raasch, Joseph (ADM)
Sent: Tuesday, April 23, 2019 4:25 PM
To: Schmitz, Jeffrey (DPS) - [REDACTED]
Subject: *Update* RE: Continuous Improvement assistance - DVS - CDL road test scheduling

Hi Jeff,

Our Commissioner and senior leadership team have decided to focus 100% of my team on the Department of Administration (Admin) for the coming fiscal year (7/1/2019 – 6/30/2020). With the exception of a few enterprise-wide projects connected to the Governor's Office, we'll be all Admin.

This means that we will not be able to help you with a full continuous improvement project. Please accept my apologies for the timing of the notice. We DO have other options to offer:

- Coaching – we can help you focus on a problem statement, share our project road map, and answer ongoing questions as you make your way from beginning, through problem solving, to implementation and success.
- Focus Day – we can spend a full day with you, that will include training, guidance, and setting up the project team for success.
- Referral – our resources are free. If you do have some budget available, MMB's MAD team, and external consultants do this work.

Overall, this is great news for the enterprise. Admin is a support agency, like MMB and MNIT, that

work to primarily help other state agencies. Whenever an Admin process gets better, our partners in state agencies benefit.

Please let me know how you'd like to proceed.

Thank you!

Joe



Joe Raasch

Director, Minnesota Continuous Improvement
Minnesota Department of Administration



[Website](#) | [Twitter](#) | [Newsletter](#) | [LinkedIn](#)

From: Schmitz, Jeffrey (DPS)

Sent: Wednesday, February 27, 2019 1:36 PM

To: Raasch, Joseph (ADM)

Subject: Continuous Improvement assistance - DVS - CDL road test scheduling

Hi Joe,

Yes, we understand you are very busy, and quite understandably are tied up with other projects now and in the immediate future.

However, we are still very interested in working with you and the CI team and having you take a look at this for us, even if we have to wait until the June/July timeframe you mentioned below.

So, yes, I would officially ask that we be put on your waiting list to have these discussions beginning this summer, or whenever you can work us in.

We appreciate your and your teams help very much! I look forward to hearing back when the time is right for you to begin next step discussions.

Thank you so much Joe.

From: Raasch, Joseph (ADM)

Sent: Wednesday, February 13, 2019 11:42 AM

To: Schmitz, Jeffrey (DPS) <[REDACTED]>

Cc: Beil, Cathryn C (ADM) <[REDACTED]>

Subject: RE: Continuous Improvement assistance - DVS - CDL road test scheduling

Hi Jeff,

Good to hear from you! The CI team and I are doing well.

In fact, a little too well, as we have a full plate and growing pipeline of projects, both at Admin, Enterprise-wide, and at specific agencies.

The earliest we could engage would be July to kick off a project, with discussions beginning in June.

Another option, though not free, would be to contact MMB's MAD team. Ryan Church is the ED there and they would most likely be able to engage much sooner. They are experts in program reviews, and also have some CI talent on staff.

Let me know which direction you choose.

Thank you!

Joe

From: Schmitz, Jeffrey (DPS)

Sent: Tuesday, February 12, 2019 6:38 PM

To: Raasch, Joseph (ADM) <[REDACTED]>

Cc: Beil, Cathryn C (ADM) <[REDACTED]>

Subject: Continuous Improvement assistance - DVS - CDL road test scheduling

Good evening Joe,

I have been asked by the Department of Public Safety Commissioner's office, specifically by Deputy Commissioner Cassandra O'Hern and DVS Director Dawn Olson, to reach out to you and your office to see if your team could assist us with an analysis involving our current Commercial Driver's License (CDL) (truck tests) road scheduling practices, in an effort to bring forth more access, yield, and efficiency with CDL road exams.

The task at hand is that we are pondering a big decision to possibly eliminate standing road test appointments for certain so called private schools and private rental entities that actively work to monopolize the available time slots to their advantage, the result of which reduces available appointment slots for the general public, and creates administrative problems managing the process for our exam centers.

The request from the Commissioner's office is attached, along with another e-mail on the subject. Would it be possible to schedule a meeting with you, or a designated member of your team to discuss the specifics?

Hope all is well with you and the CI team Joe. I look forward to hearing back from you.

From: Mueller, Lynn (DPS)
To: Lynaugh, Timothy (DPS); O'Hern, Cassandra (DPS); Newton, Joseph (DPS)
Subject: Driving School Complaint
Date: Wednesday, May 1, 2019 10:52:13 AM

Good Morning, All,

IA received another call from the individual concerned about preferential treatment in scheduling driving exams. She is upset that no one from DVS has ever called her back. She feels that Angie is the only responsive person, and she requested to speak with me directly. In her VM, she said Karell is waiting to find out the State's response regarding this matter.

I have schedule a phone call with her on Friday. Based on my conversations with Dawn and Andrea, it appears that DVS is working with you all to determine business decisions/responses. Can I get some direction about how to respond on Friday? Or alternatively, is it more appropriate for someone else to respond substantively, so I can just follow up on Friday?


Thanks, Lynn

Happy to talk in person about this matter!

Thanks, Lynn

Lynn M. Mueller, Director
Internal Affairs/Affirmative Action Division


Department of Public Safety



From: Mueller, Lynn (DPS)
To: Lynagh, Timothy (DPS)
Subject: FW: Call Linda Awalt from Buckle-Up Driving School
Date: Friday, May 3, 2019 8:59:30 AM
Attachments: Call Linda Awalt from Buckle-Up Driving School.msg

Lynn M. Mueller, Director
Internal Affairs/Affirmative Action Division

Department of Public Safety

A large black rectangular redaction box covering several lines of text in the signature block.

From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Wednesday, May 29, 2019 9:47:00 AM

Good morning,

I have been asked by Dawn to have a response crafted regarding this. Please see my questions below. Thank you.

Jeff

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 9:25 AM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Jeff – I don't know. You can ask the AC your questions. I got the email this morning and know this is a hot topic for him. Dawn

From: Schmitz, Jeffrey (DPS)
Sent: Wednesday, May 29, 2019 9:03 AM
To: Olson, Dawn M (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Are the responses for him (the AC), or for the driving school? (i.e. Who is the audience?)

When would you like this completed by? (I ask because we have several items on our plates right now and I'm trying to prioritize things for myself and our staff).

Thank you in advance for the clarification.

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 8:56 AM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Our responses will need to go back to AC Lynaugh.

From: Schmitz, Jeffrey (DPS)
Sent: Wednesday, May 29, 2019 8:37 AM
To: Olson, Dawn M (DPS) <dawn.m.olson@state.mn.us>
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Once a response is crafted, what would you like done with it?

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 7:23 AM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

See below and work with Joe on the best response. Thanks, Dawn

From: Lynaugh, Timothy (DPS)
Sent: Wednesday, May 29, 2019 6:52 AM
To: Olson, Dawn M (DPS) [REDACTED]
Cc: Newton, Joseph (DPS) [REDACTED]
Subject: Fwd: Class-D skill Testing/Follow-up/Buckle Up Driving School

Please review specific questions being asked and draft a more formal response to Ms. Awalt's questions. Since Jeff has been doing the research on this topic he can maybe take ownership of the response.

I'm unsure if we can provide names of specific driving schools which is why Joe is included so that he can weigh in on that topic.

Tim

From: Linda Awalt <[REDACTED]>
Sent: Tuesday, May 28, 2019 10:22 PM
To: Lynaugh, Timothy (DPS); Reissner, Nancy (DPS)
Cc: Geraghty, Angela (DPS)
Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good Afternoon Tim,

I realized that the conversation between us did not fair to you're liking. I assumed our phone meeting was to discuss the update on the practice of certain driving schools receiving privileges for road test, but not all State Driving Schools. I felt as soon as we started talking you wanted to discuss the process of scheduling online. You went on to say that you, yourself looked online May 20 and was able to schedule a test on May 23 I didn't understand how that

relates to certain driving schools that are being discriminated against and the unethical practices of the State of Minnesota, allowing certain schools to have daily or weekly appointments, without an actual client scheduled with the State of Minnesota or to having standing appointments for them. I am passionate about my job and my clients. I feel that my school is being discriminated against because when I asked for some days in April, you and Mark Larson informed me that it was not open to Buckle Up. So as you kept discussing the computer online system(which many families don't use computers or have them) the conversation was going no where. As I tried relaying to you, I give the tools to all my families/clients the website to schedule or call the State scheduling number. At that point you told me to send you a list of questions I would like answered.

What driving schools are on the privileged list to have block reservations.

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

Is this practice in the State laws or statutes?

Why are not schools like Buckle Up Driving School being allowed to participate in this privileged practice?

Are you aware of any e-mail that was sent out allowing schools to sign up for this practice?

How did the state of Minnesota select what schools can participate with block appointments?

As you stated to me that you were able to schedule an appointment at Eagan on May 23, then why doesn't the State abolish the practice of privileged reservations and have all clients use the online system?

Why is the State of Minnesota allowing such a discriminative and unethical practice to continue?

Does the state have any rules against privileges, discrimination and unethical behavior?

My understanding is that the State of Minnesota does not condone discrimination, privileges, unethical practices, and favoritism in its daily practices. Do you agree with this statement?

Are you planning to take any further actions? If yes, then what? If not, then why are you not going to take further actions to make everything fair and equal to all driving schools in the state?

I thank you for your time, in hopes to resolve this issue.

Linda Awalt

On May 6, 2019, at 10:54 AM, Lynaugh, Timothy (DPS)

[REDACTED] wrote:

Linda, please call me at the number listed below.

[REDACTED]

Thank you

<Mail Attachment.ics>

From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Subject: FW: Driving School Standing Appointments - Follow Up
Date: Thursday, May 30, 2019 10:26:47 AM
Attachments: [image001.png](#)

A discussion topic for our scheduled meeting on Tuesday next week.

Information received from FAST relating to the standing appointments research about what other states are doing that we asked them to check in to for us during our meeting last Friday.



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety
[REDACTED]

From: Poe, Rachel (DPS)
Sent: Wednesday, May 29, 2019 11:50 AM
To: Schmitz, Jeffrey (DPS) [REDACTED] Olson, Dawn M (DPS)
[REDACTED] Buna, Ken (DPS) [REDACTED]
Subject: Driving School Standing Appointments - Follow Up

Good morning,

Following up on our conversation last Friday regarding standing appointments for driving schools – I reached out to other Fast states that use the scheduling tool and included their responses below.

Massachusetts is the only Fast state who reserves appointments for driving schools. They limit these appointments to weekends and off-hours, require a request from each school that the state can approve or deny, and charge a fee for each driver.

Question: Does your state offer standing appointments for driving schools? If so, what is your process?

- **Washington:** No – students can test at the DMV or through a driving school. No scheduling is available online.
- **Tennessee:** No
- **Oregon:** No – driving schools administer their own exams and students schedule with them directly. Eventually they'd like testers to be able to log into e-Services and have a calendar they can fill out with their schedule as a monitoring tool for the DMV.
- **Massachusetts:** MA allows driving schools to request bulk road tests but they are scheduled for off hours (Saturday and Sunday). Sometimes they make an exception and will schedule them during the week but not during the normal hours. Normal operating hours for road tests are all reserved for individuals to schedule. Bulk scheduling works as follows:
 - School will request a bulk off hours road test (creates a case for the road test team).
 - A minimum of 15 students and a max of 60.

- One request per week per school (prevents bigger schools from taking all the availability from smaller schools)
- Road test team/department approves (or denies)
 - School can edit the roster until the request is approved
 - Charged a \$20 fee per student (courtesy fee) if approved
 - Student is charged the road test fee
 - School is given date (two weeks out from the request) and location of the road test (displayed on the account springboard)

Please let me know if you have any questions or would like any additional information.

Thank you,
Rachel Poe

Gordon, Bruce (DPS)

From: Raasch, Joseph (ADM)
Sent: Monday, May 20, 2019 2:48 PM
To: Schmitz, Jeffrey (DPS); Carlson, Debra (DPS)
Cc: Beil, Cathryn C (ADM); Martin, Geneva K (ADM)
Subject: *Next Steps* Standing Appointments Program work

Hi Jeff and Deb,

Thanks for making the trip to Admin to discuss the Standing Appointments Program for CDL and D license exams.

PROGRAM EVALUATION

The questions you shared with us about the workings of the Exam Centers and the need to make decisions on how the program operates points directly to a need for program evaluation.

Here are two excellent evaluation options:

- UofM: Teams of graduate students will be conducting program evaluations for public programs/initiatives as part of a fall course at the University of Minnesota's Humphrey School of Public Affairs.

Their primary goal will be to produce information that you can use for program improvement. They will start their work in early September and conclude by the middle of December.

If you're interested in working with a team (or just learning more), please email Pete Bernardy at [REDACTED]

- MMB's Management Analysis and Development (MAD): Ryan Church [REDACTED] is your contact there. <https://mn.gov/mmb/mad/services/analytical-studies/>

CONTINUOUS IMPROVEMENT

- We are happy to help with improvements within the Exam Station process. Please let us know of specific goals, e.g. reduce cancellation rate of appointments, or increase use of appointment times, etc. We can then discuss our approach, who needs to be involved, and schedule our day in July.

Thank you!

Joe



Joe Raasch
Director, Minnesota Continuous Improvement
Minnesota Department of Administration
[REDACTED]

[Website](#) | [Twitter](#) | [Newsletter](#) | [LinkedIn](#)

From: [Schmitz, Jeffrey \(DPS\)](#)
To: [Lynaugh, Timothy \(DPS\)](#)
Cc: [Olson, Dawn M \(DPS\)](#)
Subject: RE: Class-D Driving School/Skills Test Reservations
Date: Tuesday, May 28, 2019 9:22:15 AM
Attachments: [Next Steps Standing Appointments Program work.msg](#)
[Charging Customers for Standing appointments.msg](#)
[image001.png](#)

Good morning sir,

Update and response to your question from last Wednesday evening: Late last Friday afternoon Dawn and I met with FAST, per your request, to discuss on-line scheduling options that could assist us in making a determination about "standing appointments," for both Class D and Commercial Driver Licenses (CDL's). FAST had no ideas or information that may be of assistance to us with respect to this issue in terms of their *current* programing options, but did say they would ask around of their operations in other states to see how assigned "blocks of time" were handled, and if those blocks of time could be accessed by groups assigned to them to schedule their own names in them (in essence standing appointments that private operators could electronically manage themselves). For example if Driving School ABC has a 9-11 a.m. standing block of time weekly at a certain station, they could electronically go in to that block and assign names to it, without needing someone at the office do that for them. They suggested that if that could be done, perhaps if a name was not placed into that block, or slots within the block, by say 4 days before that time, then it would be automatically released to the public on our website. The FAST team was asked to bring back to us more information about this (what it would take programmatically) and about what solutions other states have employed to address standing appointments involving 3rd parties, or other ideas they may have involving this after they look into it.

With respect to the suggestions brought forward from the Office of Continuous Improvement (OCI) about having DVS employ MMB, or another entity, to do a formal program evaluation of our current standing appointment practices, there is merit in doing so in our opinion because of the political and operational implications of either canceling the practice, keeping it the way it is, or expanding it. Any one of those choices will bring a certain degree of scrutiny from an affected party regardless of the decision. So having the backing of a formal program evaluation done by an outside resource would certainly allow us to leverage that information and recommendations in justifying a go forward decision. However, the current options available to do a quality program evaluation are limited, and may be time consuming and costly. It is our understanding (according to the OCI office) that the University of Minnesota option would be done by graduate students who would not be able take this on until school resumes in the Fall, at the earliest. MMB would appear to be the most direct path forward and OCI has given me a contact name to pursue that option should we elect to do so. I will be contacting Ryan Church at MMB to preliminarily discuss their schedule, costs, and possible timeline to see if they have any capacity to take this on, and see what that will look like. I hope to reach out to Mr. Church this week to get more information.

In the meantime, please see the two attachments which highlight the need for us to take action on a move forward decision soon. The first attachment is from OCI which summarizes our conversation last week about this, and lists their recommended program evaluation options. The second

attachment is an e-mail from DVS Exam stations program manager Deb Carlson with a passionate plea that reiterates the original request and recommendation to end the standing appointment practice, even as early as next month, and the reasons why (which includes a recent real life example of how a driving school with standing appointments is charging the public extra fees to get quicker access to get a test, which I'm sure you would agree is not what we want to see being done out there.)

With respect the current conversations you are having with a certain driving school owner, go forward options would include:

1. Trying to work her in at an exam station of her choice to offer a few standing appointments each week (like 3). This of course would lower the amount of appointments offered to the public by that many. At least it would solve your current dilemma of having to have multiple discussions with her weekly, for the time being. This would be with the caveat that we are in the midst of a program evaluation that could take the rest of the year to conclude and all standing appointments are subject to change or elimination pending the outcome of that evaluation (it does not prevent the possibility of having this come up again with another driving school owner).
2. The second option is to make a decision to eliminate all standing appointments until a decision can be made on how or if to continue with that practice until *after* the formal program evaluation, with a say an ending date of August 31, something like that. By selecting this option, it would immediately make the playing field even for all parties (the public and testing entities).
3. A third option would be to continue on with the status quo, meaning no additions or subtractions from our current practices, until such a time an informed decision on the program can be determined. By selecting this option we simply tell any future interested parties in standing appointments that our standing appointment slots are limited and were granted on a first come, first served bases, and others got to them before they did, and they are currently all gone. We can certainly take their name and number and add them to a waiting list until more slots become available or others drop out, if they are interested.

Please let Dawn or I know if you have any additional questions.



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety



From: Lynaugh, Timothy (DPS)

Sent: Wednesday, May 22, 2019 7:34 PM

To: Schmitz, Jeffrey (DPS)

Cc: Olson, Dawn M (DPS)

Subject: Re: Class-D Driving School/Skills Test Reservations

Jeff, great summary; thank you.

Seems like we are quickly running out of options for assistance in determining the best path forward. Are you able to connect with the University or Minnesota/School of Transportation to gauge where they would be capable of helping.

Would you, Dawn, or Deb have any ideas or suggestions for assistance?

Tim

From: Schmitz, Jeffrey (DPS) <[REDACTED]>
Sent: Wednesday, May 22, 2019 6:52 PM
To: Lynaugh, Timothy (DPS)
Cc: Olson, Dawn M (DPS)
Subject: RE: Class-D Driving School/Skills Test Reservations

Hello.

Myself and DVS Exam Stations Manager Deb Carlson met with Office of Continuous Improvement (OCI) staff on Monday afternoon in their offices up at the Admin building (Dawn was unable to attend due to competing priorities). I fully explained to them the framework of what we are looking for, and the reasons why.

Unfortunately, they explained that what we needed was an evaluation of the merits of the Standing Appointment program/practice itself, i.e. Should we continue with standing appointments, or not? They explained that because it falls in to the program evaluation category that they would not be able to assist us in doing that, as that is outside of their assigned scope. The OCI team suggested we contact MMB and solicit Program Evaluation services from them.

OCI went on to say that what they do is look at very specific sets of metrics with very specific targets and evaluate how to bring a number down for example. In other words, we come to them and say "we currently produce this, we want this, how do we get there?" For example if we came to them and said that we wanted to bring title issuing from a 100 day turnaround down to 60 days, that is what they would evaluate and make suggestions on. Or if we were at 12 minutes to answer a phone call, and wanted to bring it down to 5 minutes, they would employ their formal CI techniques to make suggestions on how to do that (more than likely an evaluation of required staffing sizing to accomplish the desired goal, etc.). However, they made it very clear that they do not evaluate programs per se and suggested we look elsewhere for that type of analysis.

They did say that if we could identify a specific metric to take a look at, for example, we want appointment no shows to drop from 26,000 down to say 10,000 annually, they could offer us a day to do that. However, they said they could not give us that day until at least July, based on their

current workload, and the direction they received from their new Commissioner.

Clearly our question is a program evaluation type of question. i.e. Should we cancel the standing appointments program? Continue on with the status quo? Expand it? These are the types of analyses that OCI does not do, which is what we were hoping to gain some assistance with.

Driver Services Program Director Andrea Fasbender has been in Boston this week working with our card vendor, and will return tomorrow. Upon her return, I plan to work with her (and Deb Carlson) to see if there is any specific standing appointment or exam process metric related to this that we can have OCI take a look at for us, even if it is in a limited capacity.

So to answer your specific questions:

1. Has OIC been onsite yet?
 - a. No OCI has not been on site yet. They stated they cannot be on-site with us until July at the earliest. If they do come on-site, it will be one day, and the focus would be a narrow one.
2. Have you developed an agenda for best using OIC's time with DVS on this issue?
 - a. As mentioned above, what OCI would be able to do with us would be limited in scope and most likely would not be the type of analysis we hoped to gain from them to address the specific issue we wanted looked at. That being said, given the parameters of what OIC can do and cannot do, we plan to examine if there is any specific standing appointment or exam process metric related to this that we can have OCI take a look at for us, even if it is in a limited capacity.

From: Lynaugh, Timothy (DPS)

Sent: Wednesday, May 22, 2019 5:18 PM

To: Schmitz, Jeffrey (DPS) <

Cc: Olson, Dawn M (DPS) <

Subject: Class-D Driving School/Skills Test Reservations

Jeff

I believe OIC was either already onsite, or soon to be onsite for 1-day to help with better framing next steps affiliated with Class-D driving schools and their current ability to make advance registrations for skills testing.

Has OIC been onsite yet? Have you developed an agenda for best using OIC's time with DVS

on this issue?

Timothy Lynaugh

Assistant Commissioner

Minnesota Department of Public Safety



From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Subject: RE: Class-D Driving School/Skills Test Reservations
Date: Tuesday, May 28, 2019 7:41:19 PM
Attachments: image001.png

Understood. I have reached out to Nancy to schedule a meeting for us within your requested timeframe.



Jeffrey Schmitz
Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety

From: Lynaugh, Timothy (DPS)
Sent: Tuesday, May 28, 2019 1:38 PM
To: Schmitz, Jeffrey (DPS) <[REDACTED]>
Cc: Olson, Dawn M (DPS) <[REDACTED]>
Subject: RE: Class-D Driving School/Skills Test Reservations

Thanks Jeff. I will review your information and appreciate your attaching information for reference.

Next steps? I would like you, me and Dawn to meet and discuss how best to move forward. It would be great if that were this week, but I'm not sure we can do so and may need to consider next week Monday/Tuesday. Nancy Reissner has access to my calendar and can help with scheduling.

Tim

From: Schmitz, Jeffrey (DPS) <[REDACTED]>
Sent: Tuesday, May 28, 2019 9:22 AM
To: Lynaugh, Timothy (DPS) <[REDACTED]>
Cc: Olson, Dawn M (DPS) <[REDACTED]>
Subject: RE: Class-D Driving School/Skills Test Reservations

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Assistant Commissioner

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[REDACTED]

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Cc: Olson, Dawn M (DPS)
Subject: RE: Class-D Driving School/Skills Test Reservations
Date: Wednesday, May 22, 2019 6:52:48 PM
Attachments: image001.png

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OCI went on to say that what they do is look at very specific sets of metrics with very specific targets and evaluate how to bring a number down for example. In other words, we come to them and say "we currently produce this, we want this, how do we get there?" For example if we came to them and said that we wanted to bring title issuing from a 100 day turnaround down to 60 days, that is what they would evaluate and make suggestions on. Or if we were at 12 minutes to answer a phone call, and wanted to bring it down to 5 minutes, they would employ their formal CI techniques to make suggestions on how to do that (more than likely an evaluation of required staffing sizing to accomplish the desired goal, etc.). However, they made it very clear that they do not evaluate programs per se and suggested we look elsewhere for that type of analysis.

They did say that if we could identify a specific metric to take a look at, for example, we want appointment no shows to drop from 26,000 down to say 10,000 annually, they could offer us a day to do that. However, they said they could not give us that day until at least July, based on their current workload, and the direction they received from their new Commissioner.

Clearly our question is a program evaluation type of question. i.e. Should we cancel the standing appointments program? Continue on with the status quo? Expand it? These are the types of analyses that OCI does not do, which is what we were hoping to gain some assistance with.

Driver Services Program Director Andrea Fasbender has been in Boston this week working with our card vendor, and will return tomorrow. Upon her return, I plan to work with her (and Deb Carlson) to see if there is any specific standing appointment or exam process metric related to this that we can have OCI take a look at for us, even if it is in a limited capacity.

So to answer your specific questions:

1. Has OIC been onsite yet?

- a. No OCI has not been on site yet. They stated they cannot be on-site with us until July at the earliest. If they do come on-site, it will be one day, and the focus would be a narrow one.
2. Have you developed an agenda for best using OIC's time with DVS on this issue?
 - a. As mentioned above, what OCI would be able to do with us would be limited in scope and most likely would not be the type of analysis we hoped to gain from them to address the specific issue we wanted looked at. That being said, given the parameters of what OIC can do and cannot do, we plan to examine if there is any specific standing appointment or exam process metric related to this that we can have OCI take a look at for us, even if it is in a limited capacity.



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety

From: Lynaugh, Timothy (DPS)
Sent: Wednesday, May 22, 2019 5:18 PM
To: Schmitz, Jeffrey (DPS) <jeffrey.schmitz@state.mn.us>
Cc: Olson, Dawn M (DPS) <dawn.m.olson@state.mn.us>
Subject: Class-D Driving School/Skills Test Reservations

Jeff

I believe OIC was either already onsite, or soon to be onsite for 1-day to help with better framing next steps affiliated with Class-D driving schools and their current ability to make advance registrations for skills testing.

Has OIC been onsite yet? Have you developed an agenda for best using OIC's time with DVS on this issue?

Timothy Lynaugh
Assistant Commissioner
Minnesota Department of Public Safety

From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Wednesday, May 29, 2019 1:22:59 PM

Understood. Thank you for the clarification. When you like this back to you by?

Jeff

From: Lynaugh, Timothy (DPS)
Sent: Wednesday, May 29, 2019 1:17 PM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Hi Jeff,

At this juncture the response is intended for the Driving school. However, she has claimed to be working with KARE11 news and periodically said she will file a law suit. With all that she has shared I would suggest the message, and messages concerning this topic, be crafted in a manner reflective of that larger audience.

Tim

From: Schmitz, Jeffrey (DPS) [REDACTED]
Sent: Wednesday, May 29, 2019 3:47 AM
To: Lynaugh, Timothy (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good morning,

I have been asked by Dawn to have a response crafted regarding this. Please see my questions below. Thank you.

Jeff

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 9:25 AM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Jeff – I don't know. You can ask the AC your questions. I got the email this morning and know this is a hot topic for him. Dawn

From: Schmitz, Jeffrey (DPS)

Sent: Wednesday, May 29, 2019 9:03 AM
To: Olson, Dawn M (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Are the responses for him (the AC), or for the driving school? (i.e. Who is the audience?)

When would you like this completed by? (I ask because we have several items on our plates right now and I'm trying to prioritize things for myself and our staff).

Thank you in advance for the clarification.

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 8:56 AM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Our responses will need to go back to AC Lynaugh.

From: Schmitz, Jeffrey (DPS)
Sent: Wednesday, May 29, 2019 8:37 AM
To: Olson, Dawn M (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Once a response is crafted, what would you like done with it?

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 7:23 AM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

See below and work with Joe on the best response. Thanks, Dawn

From: Lynaugh, Timothy (DPS)
Sent: Wednesday, May 29, 2019 6:52 AM
To: Olson, Dawn M (DPS) <[REDACTED]>
Cc: Newton, Joseph (DPS) <[REDACTED]>
Subject: Fwd: Class-D skill Testing/Follow-up/Buckle Up Driving School

Please review specific questions being asked and draft a more formal response to Ms. Awalt's questions. Since Jeff has been doing the research on this topic he can maybe take ownership of the response.

I'm unsure if we can provide names of specific driving schools which is why Joe is included so that he can weigh in on that topic.

Tim

From: Linda Awalt <[REDACTED]>
Sent: Tuesday, May 28, 2019 10:22 PM
To: Lynaugh, Timothy (DPS); Reissner, Nancy (DPS)
Cc: Geraghty, Angela (DPS)
Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good Afternoon Tim,

I realized that the conversation between us did not fair to you're liking. I assumed our phone meeting was to discuss the update on the practice of certain driving schools receiving privileges for road test, but not all State Driving Schools. I felt as soon as we started talking you wanted to discuss the process of scheduling online. You went on to say that you, yourself looked online May 20 and was able to schedule a test on May 23 I didn't understand how that relates to certain driving schools that are being discriminated against and the unethical practices of the State of Minnesota, allowing certain schools to have daily or weekly appointments, without an actual client scheduled with the State of Minnesota or to having standing appointments for them. I am passionate about my job and my clients. I feel that my school is being discriminated against because when I asked for some days in April, you and Mark Larson informed me that it was not open to Buckle Up. So as you kept discussing the computer online system(which many families don't use computers or have them) the conversation was going no where. As I tried relaying to you, I give the tools to all my families/clients the website to schedule or call the State scheduling number. At that point you told me to send you a list of questions I would like answered.

What driving schools are on the privileged list to have block reservations.

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Is this practice in the State laws or statutes?

Why are not schools like Buckle Up Driving School being allowed to participate in this privileged practice?

Are you aware of any e-mail that was sent out allowing schools to sign up for this practice?

How did the state of Minnesota select what schools can participate with block appointments?

As you stated to me that you were able to schedule an appointment at Eagan on May 23, then why doesn't the State abolish the practice of privileged reservations and have all clients use the online system?

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My understanding is that the State of Minnesota does not condone discrimination, privileges, unethical practices, and favoritism in its daily practices. Do you agree with this statement?

Are you planning to take any further actions? If yes, then what? If not, then why are you not going to take further actions to make everything fair and equal to all driving schools in the state?

I thank you for your time, in hopes to resolve this issue.

Linda Awalt

On May 6, 2019, at 10:54 AM, Lynaugh, Timothy (DPS)

[REDACTED] wrote:

Linda, please call me at the number listed below.

[REDACTED]
Thank you

<Mail Attachment.ics>

From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Wednesday, May 29, 2019 2:07:07 PM

Yes, I will send this to you for your review no later than Monday. Thank you.

From: Lynaugh, Timothy (DPS)
Sent: Wednesday, May 29, 2019 1:29 PM
To: Schmitz, Jeffrey (DPS) <jeffrey.schmitz@state.mn.us>
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Does Monday work with your schedule?

From: Schmitz, Jeffrey (DPS) [REDACTED]
Sent: Wednesday, May 29, 2019 1:23 PM
To: Lynaugh, Timothy (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Understood. Thank you for the clarification. When you like this back to you by?

Jeff

From: Lynaugh, Timothy (DPS)
Sent: Wednesday, May 29, 2019 1:17 PM
To: Schmitz, Jeffrey (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Hi Jeff,

At this juncture the response is intended for the Driving school. However, she has claimed to be working with KARE11 news and periodically said she will file a law suit. With all that she has shared I would suggest the message, and messages concerning this topic, be crafted in a manner reflective of that larger audience.

Tim

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Subject: FW: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good morning,

I have been asked by Dawn to have a response crafted regarding this. Please see my questions

below. Thank you.

Jeff

From: Olson, Dawn M (DPS)
Sent: Wednesday, May 29, 2019 9:25 AM
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Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Jeff – I don't know. You can ask the AC your questions. I got the email this morning and know this is a hot topic for him. Dawn

From: Schmitz, Jeffrey (DPS)
Sent: Wednesday, May 29, 2019 9:03 AM
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Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

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When would you like this completed by? (I ask because we have several items on our plates right now and I'm trying to prioritize things for myself and our staff).

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Cc: Newton, Joseph (DPS)

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Please review specific questions being asked and draft a more formal response to Ms. Awalt's questions. Since Jeff has been doing the research on this topic he can maybe take ownership of the response.

I'm unsure if we can provide names of specific driving schools which is why Joe is included so that he can weigh in on that topic.

Tim

From: Linda Awalt

Sent: Tuesday, May 28, 2019 10:22 PM

To: Lynaugh, Timothy (DPS); Reissner, Nancy (DPS)

Cc: Geraghty, Angela (DPS)

Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good Afternoon Tim,

I realized that the conversation between us did not fair to you're liking. I assumed our phone meeting was to discuss the update on the practice of certain driving schools receiving privileges for road test, but not all State Driving Schools. I felt as soon as we started talking you wanted to discuss the process of scheduling online. You went on to say that you, yourself looked online May 20 and was able to schedule a test on May 23 I didn't understand how that relates to certain driving schools that are being discriminated against and the unethical practices of the State of Minnesota, allowing certain schools to have daily or weekly appointments, without an actual client scheduled with the State of Minnesota or to having standing appointments for them. I am passionate about my job and my clients. I feel that my school is being discriminated against because when I asked for some days in April, you and Mark Larson informed me that it was not open to Buckle Up. So as you kept discussing the

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Are you aware of any e-mail that was sent out allowing schools to sign up for this practice?

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My understanding is that the State of Minnesota does not condone discrimination, privileges, unethical practices, and favoritism in its daily practices. Do you agree with this statement?

Are you planning to take any further actions? If yes, then what? If not, then why are you not going to take further actions to make everything fair and equal to all driving schools in the state?

I thank you for your time, in hopes to resolve this issue.

Linda Awalt

On May 6, 2019, at 10:54 AM, Lynaugh, Timothy (DPS)

[REDACTED] wrote:

Linda, please call me at the number listed below.



Thank you

<Mail Attachment.ics>

From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Cc: Olson, Dawn M (DPS)
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Monday, June 3, 2019 8:15:14 PM
Attachments: image001.png
Buckle Up Driving School - Questions Response - June 2019.docx
Standing Appts for Driving Schools.xlsx

Good evening,

Attached are two items that you requested be sent to you by today:

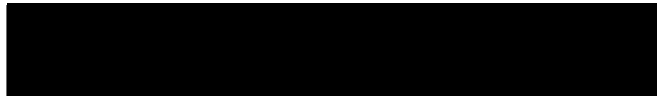
1. A letter to Ms. Awalt answering her series of questions, as requested. (It is on our letterhead which will appear upon printing it.)
2. The second attachment is a list of the current standing appointment holders for both Class D, and CDL's (she wanted to see this in her first question, 2 tabs).

I hope this is helpful for you. Please let me know if you need anything else.



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety



From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Cc: Olson, Dawn M (DPS)
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Tuesday, June 4, 2019 8:18:24 PM
Attachments: image001.png

We have no current waiting list, as all standing appointment activity is currently frozen pending a decision from the Commissioner's Office on how (or if) to proceed with the program.

A meeting with MMB is scheduled for next Wednesday afternoon, June 12th, to discuss a formal program evaluation.

Until the evaluation is completed, or a decision is rendered, no additions or subtractions to standing appointments are being considered.

That being said, the following entities have asked for standing appointments, or asked for additional standing appointments:

1. Class A Leasing
2. Interstate Trucking, Inc.
3. Safeway Driving School
4. Buckle Up Driving School



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services

Minnesota Department of Public Safety



From: Lynaugh, Timothy (DPS)
Sent: Tuesday, June 04, 2019 2:43 PM
To: Schmitz, Jeffrey (DPS) <jeffrey.schmitz@state.mn.us>
Cc: Olson, Dawn M (DPS) <dawn.m.olson@state.mn.us>
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Jeff, how many are on the waiting list and who are they?

From: Schmitz, Jeffrey (DPS) [REDACTED]
Sent: Monday, June 3, 2019 8:15 PM
To: Lynaugh, Timothy (DPS) [REDACTED]
Cc: Olson, Dawn M (DPS) <[REDACTED]>
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good evening,

Attached are two items that you requested be sent to you by today:

1. A letter to Ms. Awalt answering her series of questions, as requested. (It is on our letterhead which will appear upon printing it.)
2. The second attachment is a list of the current standing appointment holders for both Class D, and CDL's (she wanted to see this in her first question, 2 tabs).

I hope this is helpful for you. Please let me know if you need anything else.

From: Schmitz, Jeffrey (DPS)
To: Lynaugh, Timothy (DPS)
Cc: Olson, Dawn M (DPS)
Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Friday, June 7, 2019 5:13:24 PM
Attachments: image001.png

Do you have her mailing address?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Lynaugh, Timothy (DPS)" [REDACTED]
Date: 6/7/19 12:27 PM (GMT-06:00)
To: "Schmitz, Jeffrey (DPS)" [REDACTED]
Cc: "Olson, Dawn M (DPS)" [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Jeff,

Please move forward with sending Ms. Awalt this letter. Thank you

Tim

From: Schmitz, Jeffrey (DPS) [REDACTED]
Sent: Monday, June 3, 2019 8:15 PM
To: Lynaugh, Timothy (DPS) [REDACTED]
Cc: Olson, Dawn M (DPS) [REDACTED]
Subject: RE: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good evening,

Attached are two items that you requested be sent to you by today:

1. A letter to Ms. Awalt answering her series of questions, as requested. (It is on our letterhead which will appear upon printing it.)
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Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety
[REDACTED]

From: Linda Awalt
To: Lynagh, Timothy (DPS); Reissner, Nancy (DPS)
Cc: Geraghty, Angela (DPS)
Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Tuesday, May 28, 2019 10:22:12 PM

Good Afternoon Tim,

I realized that the conversation between us did not fair to you're liking. I assumed our phone meeting was to discuss the update on the practice of certain driving schools receiving privileges for road test, but not all State Driving Schools. I felt as soon as we started talking you wanted to discuss the process of scheduling online. You went on to say that you, yourself looked online May 20 and was able to schedule a test on May 23 I didn't understand how that relates to certain driving schools that are being discriminated against and the unethical practices of the State of Minnesota, allowing certain schools to have daily or weekly appointments, without an actual client scheduled with the State of Minnesota or to having standing appointments for them. I am passionate about my job and my clients. I feel that my school is being discriminated against because when I asked for some days in April, you and Mark Larson informed me that it was not open to Buckle Up. So as you kept discussing the computer online system(which many families don't use computers or have them) the conversation was going no where. As I tried relaying to you, I give the tools to all my families/clients the website to schedule or call the State scheduling number. At that point you told me to send you a list of questions I would like answered.

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How did the state of Minnesota select what schools can participate with block appointments?

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Are you planning to take any further actions? If yes, then what? If not, then why are you not going to take further actions to make everything fair and equal to all driving schools in the state?

I thank you for your time, in hopes to resolve this issue.

Linda Awalt

On May 6, 2019, at 10:54 AM, Lynaugh, Timothy (DPS)

[REDACTED] wrote:

Linda, please call me at the number listed below.



Thank you

<Mail Attachment.ics>

From: [REDACTED]
To: Lynaugh, Timothy (DPS)
Cc: Schmitz, Jeffrey (DPS)
Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School
Date: Saturday, June 8, 2019 4:48:54 PM

Good Afternoon,

Please mail the response letter to

[REDACTED]

[REDACTED]

Linda Awalt

On June 8, 2019 at 7:26 AM "Lynaugh, Timothy (DPS)"
[REDACTED] wrote:

Ms. Awalt

Your questions have been received and we will be soon responding. Would you please send us your mailing address so that the information you requested can be sent as soon as it's available.

Thank you

Timothy Lynaugh
Assistant Commissioner

From: Linda Awalt [REDACTED]
Sent: Tuesday, May 28, 2019 10:22 PM
To: Lynaugh, Timothy (DPS); Reissner, Nancy (DPS)
Cc: Geraghty, Angela (DPS)
Subject: Re: Class-D skill Testing/Follow-up/Buckle Up Driving School

Good Afternoon Tim,

[REDACTED]

I realized that the conversation between us did not fair to you're liking. I assumed our phone meeting was to discuss the update on the practice of certain driving schools receiving privileges for road test, but not all State Driving Schools. I felt as soon as we started talking you wanted to discuss the process of scheduling online. You went on to say that you, yourself looked online May 20 and was able to schedule a test on May 23 I didn't understand how that relates to certain driving schools that are being discriminated against and the unethical practices of the State of Minnesota, allowing certain schools to have daily or weekly appointments, without an actual client scheduled with the State of Minnesota or to having standing appointments for them. I am passionate about my job and my clients. I feel that my school is being discriminated against because when I asked for some days in April, you and Mark Larson informed me that it was not open to Buckle Up. So as you kept discussing the computer online system(which many families don't use computers or have them) the conversation was going no where. As I tried relaying to you, I give the tools to all my families/clients the website to schedule or call the State scheduling number. At that point you told me to send you a list of questions I would like answered.

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I thank you for your time, in hopes to resolve this issue.

Linda Awalt

On May 6, 2019, at 10:54 AM, Lynaugh, Timothy (DPS) <
[REDACTED]> wrote:

Linda, please call me at the number listed below.

[REDACTED]

Thank you
<Mail Attachment.ics>

From: Mueller, Lynn (DPS)
To: Lynaugh, Timothy (DPS); Newton, Joseph (DPS); Olson, Dawn M (DPS); OHern, Cassandra (DPS)
Subject: Re: Driving School Complaint
Date: Thursday, May 2, 2019 7:50:03 PM

My call is at 10 am tomorrow. Any direction?

Sent from my iPhone

On May 1, 2019, at 10:52 AM, Mueller, Lynn (DPS) <[REDACTED]> wrote:

Good Morning, All,

IA received another call from the individual concerned about preferential treatment in scheduling driving exams. She is upset that no one from DVS has ever called her back. She feels that Angie is the only responsive person, and she requested to speak with me directly. In her VM, she said Karel I is waiting to find out the State's response regarding this matter.

I have schedule a phone call with her on Friday. Based on my conversations with Dawn and Andrea, it appears that DVS is working with you all to determine business decisions/responses. Can I get some direction about how to respond on Friday? Or alternatively, is it more appropriate for someone else to respond substantively, so I can just follow up on Friday?

Thanks, Lynn

Happy to talk in person about this matter!
Thanks, Lynn

Lynn M. Mueller, Director
Internal Affairs/Affirmative Action Division

Department of Public Safety
[REDACTED]

From: Fasbender, Andrea (DPS)
To: Schmitz, Jeffrey (DPS); Church, Ryan (MMB); Bibus, Beth (MMB); Olson, Dawn M (DPS)
Cc: Lynaugh, Timothy (DPS)
Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB
Date: Thursday, June 13, 2019 4:51:43 PM
Attachments: 20190613155349459.pdf

As I discussed in the meeting yesterday there are also Public and Private School Driver Education Programs (see attachment). There are 206 and none of them have standing appointments.

Dustin Lacina provided some additional data:

Behind the Wheel Completion numbers for 2018.

Class D Schools/Programs:

Public & Private School Driver Education Programs - 16,450

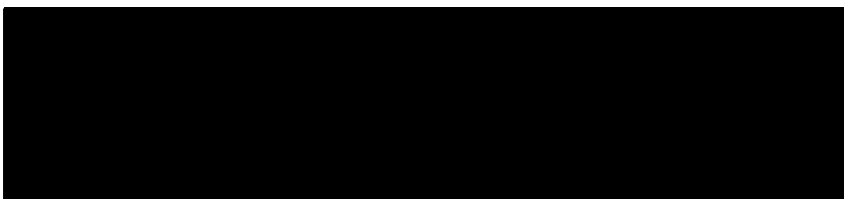
Commercial Driver Education Schools - 42,437

CDL Schools:

Licensed Truck Driver Training Schools - 1,128

Andrea Fasbender

Driver Services Director



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-----Original Appointment-----

From: Schmitz, Jeffrey (DPS)

Sent: Wednesday, May 29, 2019 5:09 PM

To: Schmitz, Jeffrey (DPS); Church, Ryan (MMB); Bibus, Beth (MMB); Olson, Dawn M (DPS)

Cc: Fasbender, Andrea (DPS); Lynaugh, Timothy (DPS)

Subject: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

When: Wednesday, June 12, 2019 3:30 PM-4:30 PM (UTC-06:00) Central Time (US & Canada).

Where: Minnehaha Room, DPS offices, Town Square

Ryan (and Beth),

Thank you the conversation a short while ago Ryan, and thank both for agreeing to meet with DVS leadership to discuss a needed program evaluation of a growing problem we are having with managing "Standing Appointments" at our metro area road testing stations, for both normal Class D licenses and also Commercial Drivers Licenses (CDL's).

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Because whatever we ultimately decide to do will have political implications, our DPS Commissioner's Office has asked that we have an evaluation done to fully understand the merits of our current practices, and examine whether or not the program should be eliminated, expanded, or remain status quo. We are looking for the optimum testing availability yield, based on strong metrics that we can defend, to make a sound go forward decision.

I have attached some information about this that was previously sent the Office of Continuous Improvement team (Joe Raasch), and some other details on this. Joe and his team explained that OCI does not answer these types of questions in their typical work portfolios, so they recommended we engage you and your team for the assistance we are looking for.

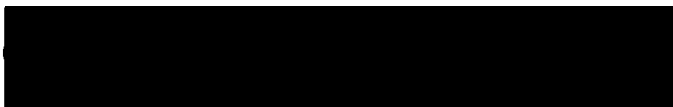
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<< Message: *Next Steps* Standing Appointments Program work >> << Message: Class D and CDL schools - Standing appointments >>

We look forward to meeting with you in our offices at [REDACTED] on Wednesday, June 12th at 3:30. I will meet you in our lobby area that afternoon, shortly before 3:30. Thank you again.

<< OLE Object: Picture (Device Independent Bitmap) >> **Jeffrey Schmitz**

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety



From: Fasbender, Andrea (DPS)
To: Bibus, Beth (MMB); Schmitz, Jeffrey (DPS)
Cc: Lynaugh, Timothy (DPS); Church, Ryan (MMB); Olson, Dawn M (DPS); Kane, Matt (MMB); Sellew, Charlie (MMB)
Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB
Date: Thursday, June 20, 2019 8:22:16 AM

Beth,

Linda Vang or Lori Cotton can both work with you to find time on our schedules.

Linda Vang

Email: [REDACTED]

Phone: [REDACTED]

Lori Cotton

Email: [REDACTED]

Phone: [REDACTED]

Andrea Fasbender

Driver Services Director

[REDACTED]

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From: Bibus, Beth (MMB)

Sent: Wednesday, June 19, 2019 1:06 PM

To: Fasbender, Andrea (DPS); [REDACTED]; Schmitz, Jeffrey (DPS)

Cc: Lynaugh, Timothy (DPS); [REDACTED]; Church, Ryan (MMB)

[REDACTED]; Olson, Dawn M (DPS); [REDACTED]; Kane, Matt (MMB); [REDACTED]; Sellew, Charlie (MMB); [REDACTED]

Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion

with MMB

Greetings,

Ryan and I talked with two of our MAD colleagues about this project: Matt Kane and Charlie Sellew (copied here). They will be in touch soon to set up a time to meet with you to discuss the project, and then they'll develop a proposal for your review. (I'll forward the information you've already shared with us, by the way.)

Logistical detail: Is there someone they can work with to find time on your calendars?

Thank you for considering MAD for this important work!

Beth

From: Bibus, Beth (MMB)

Sent: Friday, June 14, 2019 1:46 PM

To: Fasbender, Andrea (DPS) [REDACTED]; Schmitz, Jeffrey (DPS)

Cc: Lynaugh, Timothy (DPS) [REDACTED]; Church, Ryan (MMB)

[REDACTED] Olson, Dawn M (DPS) [REDACTED]

Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

Thank you for this information (and for meeting with us this week). We'll get back to you next week regarding next steps.

Regards,

Beth

Beth Bibus

Assistant Director | Management Analysis and Development



Minnesota Management and Budget



mn.gov/mmb/mad

From: Fasbender, Andrea (DPS)

Sent: Thursday, June 13, 2019 4:52 PM

To: Schmitz, Jeffrey (DPS) [REDACTED]; Church, Ryan (MMB)
[REDACTED]; Bibus, Beth (MMB) <[REDACTED]> Olson, Dawn M
(DPS) <[REDACTED]>

Cc: Lynaugh, Timothy (DPS) <[REDACTED]>

Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

As I discussed in the meeting yesterday there are also Public and Private School Driver Education Programs (see attachment). There are 206 and none of them have standing appointments.

<< File: 20190613155349459.pdf >>

Dustin Lacina provided some additional data:

Behind the Wheel Completion numbers for 2018.

Class D Schools/Programs:

Public & Private School Driver Education Programs - 16,450

Commercial Driver Education Schools - 42,437

CDL Schools:

Licensed Truck Driver Training Schools - 1,128

Andrea Fasbender

Driver Services Director

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Sent: Wednesday, May 29, 2019 5:09 PM

To: Schmitz, Jeffrey (DPS); Church, Ryan (MMB); Bibus, Beth (MMB); Olson, Dawn M (DPS)

Cc: Fasbender, Andrea (DPS); Lynaugh, Timothy (DPS)

Subject: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

When: Wednesday, June 12, 2019 3:30 PM-4:30 PM (UTC-06:00) Central Time (US & Canada).

Where: Minnehaha Room, DPS offices, Town Square

Ryan (and Beth),

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<< Message: *Next Steps* Standing Appointments Program work >> << Message: Class D and CDL schools - Standing appointments >>

We look forward to meeting with you in our offices at [REDACTED] on Wednesday, June 12th at 3:30. I will meet you in our lobby area that afternoon, shortly before 3:30. Thank you again.

<< OLE Object: Picture (Device Independent Bitmap) >> **Jeffrey Schmitz**

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety



From: Fasbender, Andrea (DPS)
To: Lynaugh, Timothy (DPS)
Cc: Reissner, Nancy (DPS); Vang, Linda (DPS); Cotton, Lori (DPS)
Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB
Date: Thursday, June 20, 2019 8:49:16 AM

We will work with Nancy to coordinate.

Andrea Fasbender

Driver Services Director

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From: Lynaugh, Timothy (DPS)
Sent: Thursday, June 20, 2019 8:42 AM
To: Fasbender, Andrea (DPS) [REDACTED]
Cc: Reissner, Nancy (DPS) [REDACTED]
Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

Andrea,

If the next meeting includes MMB sharing a draft proposal for discussion I would appreciate being able to attend. Nancy can help with coordinating my schedule.

Tim

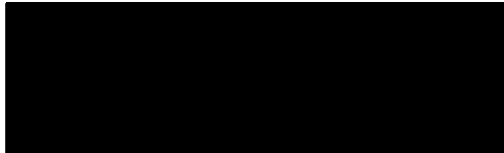
From: Fasbender, Andrea (DPS) [REDACTED]
Sent: Thursday, June 20, 2019 8:22 AM
To: Bibus, Beth (MMB) <[REDACTED]>; Schmitz, Jeffrey (DPS) [REDACTED]
Cc: Lynaugh, Timothy (DPS) <[REDACTED]>; Church, Ryan (MMB) [REDACTED]; Olson, Dawn M (DPS) [REDACTED]; Kane, Matt (MMB) [REDACTED]; Sellew, Charlie (MMB) <[REDACTED]>

Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

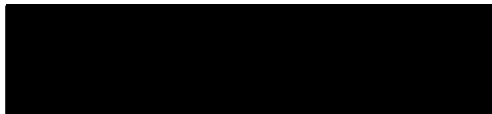
Beth,

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Linda Vang

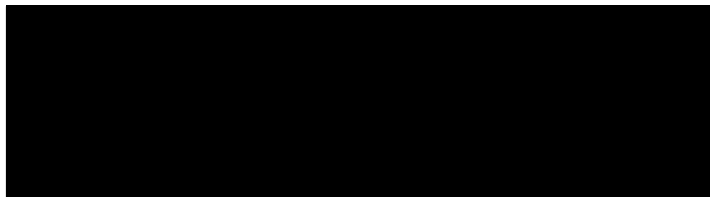


Lori Cotton



Andrea Fasbender

Driver Services Director



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To: Fasbender, Andrea (DPS) [REDACTED] Schmitz, Jeffrey (DPS)



Cc: Lynaugh, Timothy (DPS) [REDACTED] Church, Ryan (MMB)

<[REDACTED]@dps.mn.gov> Olson, Dawn M (DPS) [REDACTED] Kane, Matt (MMB) <[REDACTED]@dps.mn.gov> Sellev, Charlie (MMB) <[REDACTED]@dps.mn.gov>

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Cc: Lynaugh, Timothy (DPS) [REDACTED] Church, Ryan (MMB)

[REDACTED] Olson, Dawn M (DPS) [REDACTED]

Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

Thank you for this information (and for meeting with us this week). We'll get back to you next week regarding next steps.

Regards,

Beth

Beth Bibus

Assistant Director | Management Analysis and Development

Minnesota Management and Budget

[REDACTED]

mn.gov/mmb/mad

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Sent: Thursday, June 13, 2019 4:52 PM

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[REDACTED] Bibus, Beth (MMB) [REDACTED] Olson, Dawn M

(DPS) [REDACTED]

Cc: Lynaugh, Timothy (DPS) [REDACTED]

Subject: RE: DVS "Standing Appointments at Exam Stations" - Program evaluation discussion with MMB

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Cc: Fasbender, Andrea (DPS); Lynaugh, Timothy (DPS)

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<< Message: *Next Steps* Standing Appointments Program work >> << Message: Class D and

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We look forward to meeting with you in our offices at Town Square (445 Minnesota Street) on Wednesday, June 12th at 3:30. I will meet you in our lobby area that afternoon, shortly before 3:30. Thank you again.

<< OLE Object: Picture (Device Independent Bitmap) >> **Jeffrey Schmitz**

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety



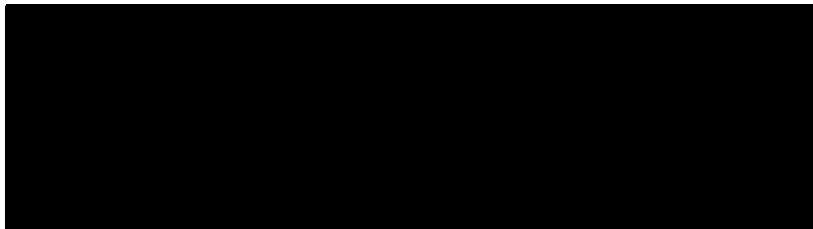
From: Fasbender, Andrea (DPS)
To: Kane, Matt (MMB); Sellew, Charlie (MMB); Schmitz, Jeffrey (DPS); Olson, Dawn M (DPS); Lynaugh, Timothy (DPS)
Subject: RE: MAD consultants on standing appts proj
Date: Monday, June 24, 2019 1:43:50 PM

Matt,

Driver Services has reserved the Itasca Conference Room which is located on the Skyway level in Town Square behind the DPS receptionist (same area the meeting was held on Wednesday June 12). We look forward to seeing you on Friday. Thank you.

Andrea Fasbender

Driver Services Director



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-----Original Appointment-----

From: Kane, Matt (MMB)
Sent: Thursday, June 20, 2019 5:00 PM
To: Kane, Matt (MMB); Sellew, Charlie (MMB); Schmitz, Jeffrey (DPS); Fasbender, Andrea (DPS); Olson, Dawn M (DPS); Lynaugh, Timothy (DPS)
Subject: MAD consultants on standing appts proj
When: Friday, June 28, 2019 11:30 AM-12:30 PM (UTC-06:00) Central Time (US & Canada).
Where: TBD (space at DVS)

Matt Kane and Charlie Sellew from MAD will use this time to hone in on objectives and parameters for the evaluation of standing appointments before writing a project proposal for DVS. Beth Bibus and Ryan Church at MAD shared DVS information and documents about the proposed work with Matt and Charlie. Matt and Charlie will use that background as a starting point for this discussion and will work with you all to better define specifics for the proposal.

Matt to Linda Vang and Lori Cotton: I've included you here because Andrea Fasbender suggested that you could help line up the meeting. I thought it would be

most efficient for me to just send out the calendar invitation, since I'd found a slot that looks open. If I'm wrong about that and there are steps I've missed, just let me know so I can cancel this calendar event and leave the booking to you. If my calendar invitation does work, might you be able to reserve a room there at DVS, since you know what rooms to use for a meeting of this size. Thanks!

From: [Schmitz, Jeffrey \(DPS\)](#)
To: [Lynaugh, Timothy \(DPS\)](#)
Cc: [Olson, Dawn M \(DPS\)](#)
Subject: RE: MAD proposal for evaluation of standing appts (+ capacity options)
Date: Tuesday, July 9, 2019 7:22:20 PM
Attachments: [image001.png](#)
[image002.png](#)

I wanted to give you both time to read the MAD proposal, then schedule a meeting time to discuss, per your request. I see that you have already asked that Nancy schedule a meeting time for us.

We will look for that meeting invite. As an alternative we could always use our already scheduled Thursday afternoon timeslot (2:30 – 3:30) to discuss in your office, whichever you prefer.

Thanks.



Jeffrey Schmitz
Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety

[Redacted]

From: Lynaugh, Timothy (DPS)
Sent: Friday, July 05, 2019 10:48 AM
To: Schmitz, Jeffrey (DPS) [Redacted]
Cc: Olson, Dawn M (DPS) [Redacted]
Subject: RE: MAD proposal for evaluation of standing appts (+ capacity options)

Thanks Jeff,

I would like to schedule a meeting with you and Dawn as early next week as possible to decide on next steps.

Tim

From: Charles Hayssen
To: Lynaugh, Timothy (DPS)
Subject: RE: MMB/Management Analysis and Development (MAD)
Date: Monday, August 19, 2019 1:17:38 PM

Tim:

Just curious about the status of Road Test appointment slots. I got the sense a month ago you saw no valid public policy goal of giving certain driving schools preference for exam slots over other driving schools, let alone the public, and that the practice was coming to an end.

Do you have a sense for the timeline?

Chip Hayssen

From: Lynaugh, Timothy (DPS) [REDACTED]
Sent: Monday, July 15, 2019 7:48 AM
To: Charles Hayssen [REDACTED]
Subject: MMB/Management Analysis and Development (MAD)

Hi Chip.

Thank you for the conversation. Below is link to the Minnesota Management and Budget/Management Analysis and Development (MAD) web site. As I mentioned, we are in the preliminary phases of engaging the MAD team with doing an analysis of Driver testing. My expectation is that such an analysis will include both internal and external stakeholders.

I would appreciate your being involved in working with MAD and in recommending others who might also be interested in participating with this review.

<https://mn.gov/mmb/mad/>

Tim

From: Schmitz, Jeffrey (DPS)
To: Kane, Matt (MMB); Fasbender, Andrea (DPS)
Cc: Sellew, Charlie (MMB); Bloxham, Brianna (DPS)
Subject: RE: Quick MAD ques on standing appt: Who for a kick-off mtg?
Date: Tuesday, July 23, 2019 6:29:21 PM
Attachments: image001.png
image002.png

Matt,

I'm glad the contracting piece of our agreement is now complete and we can begin this analysis in earnest.

To answer your question, because it is important to that you hear how this project can potentially lead in to a bigger scope, or at least become a base for a bigger platform down the road, and also so you can hear first-hand some of the pressure points senior leaders of the organization are experiencing in real time with respect to the standing appointments question, and what our overall goals and objective are, including short term and long term plans, I think we should include the following individuals in the kickoff meeting.

1. DVS Driver Services Program Director Andrea Fasbender.
2. DVS Deputy Director Jeffrey Schmitz.
3. DVS Director Dawn Olson.
4. DPS Assistant Commissioner Tim Lynaugh.

Once this initial meeting is completed, I see Andrea being your main point of contact in getting the bulk of the logistics and set up needs taken care of for you, and in getting you access to the key individuals and materials you need to begin your analysis. In addition, I will be prominent in this project from the beginning to the very end in keeping my finger on the pulse of our progress, and will secondarily be working with Andrea to ensure you are getting what you need for this to be successful.

If you need any assistance in coordinating schedules please feel free to reach out to Brianna Bloxham at 651-201-7815 (brianna.bloxham@state.mn.us). Bri is Director Olson's Administrative Assistant, and she works closely with me as well to coordinate meeting scheduling.

Thank you and we look forward to working with you and your team on this.



Jeffrey Schmitz

Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety



From: Kane, Matt (MMB)
Sent: Tuesday, July 23, 2019 2:51 PM

To: Schmitz, Jeffrey (DPS) <jeffrey.schmitz@state.mn.us>; Fasbender, Andrea (DPS) <andrea.fasbender@state.mn.us>
Cc: Sellew, Charlie (MMB) <Charlie.Sellew@state.mn.us>
Subject: Quick MAD ques on standing appt: Who for a kick-off mtg?

Hi Jeff and Andrea – I'm planning to start in on some project planning later today. Jeff: you and I talked about a kick-off meeting to make sure we're all on the same page. As we look at calendars to find possible dates for that, who should we include from DVS? Please let us know when you get the chance. Thanks.

Matt Kane

Senior Management Consultant | Management Analysis and Development

Minnesota Management and Budget



From: Mueller, Lynn (DPS)
To: Lynaugh, Timothy (DPS)
Cc: Fasbender, Andrea (DPS); Schmitz, Jeffrey (DPS); Carlson, Debra (DPS)
Subject: RE: Reinstating Exam Slots
Date: Tuesday, July 9, 2019 3:37:28 PM

Hi All, I am forwarding the complaint to AC Lynaugh since this matter is already under review.
Thanks, Lynn

Lynn M. Mueller, Director
Internal Affairs/Affirmative Action Division



From: Carlson, Debra (DPS)
Sent: Tuesday, July 9, 2019 1:57 PM
To: Mueller, Lynn (DPS); [REDACTED]
Cc: Fasbender, Andrea (DPS); [REDACTED] Schmitz, Jeffrey (DPS)
[REDACTED]
Subject: FW: Reinstating Exam Slots

Lynn,

I received this email from Safeway Driving School. Below is my response to him.

Deb Carlson
Driver Exam Program Manager
[REDACTED]

From: Carlson, Debra (DPS)
Sent: Tuesday, July 9, 2019 1:55 PM
To: Charles Hayssen [REDACTED]
Subject: RE: Reinstating Exam Slots

Chip,

Attached is the document put together of all the driving schools that have standing appointments at either Arden Hills, Eagan or Plymouth. This should meet your Freedom of Information request.

I am forwarding your email to the Internal Affairs Director to comply with your request of filing a formal complaint.

Deb Carlson

Driver Exam Program Manager

From: Charles Hayssen [REDACTED]
Sent: Tuesday, July 9, 2019 10:26 AM
To: Carlson, Debra (DPS) [REDACTED]
Subject: FW: Reinstating Exam Slots

Good morning, Deb.

I'm sorry to bother you with this but I'm not happy with the outcome of the email chain below. We have told our parents for the last two months that we will have daily exam slots again beginning in Sep. We have just learned that our suspension for the summer has made the slots ineligible for reinstatement at this time. Meanwhile, our competitors exam slots continue.

These standing exam times for commercial driving schools may or may not be good public policy (Cindy and I both think they are indefensible in the Metro area where waits for exam times are so long), but the way they are doled under the table, with no guidelines or rules, needs to stop right now. We first learned of these goodies from [REDACTED] whose personal relationship with Mark Larson allowed him to have, according to him, essentially drive-up rights. He had standing times, lots of them, but could arrive whenever he wanted. Or so he claimed. We learned from him that [REDACTED] got on the bandwagon when he bought the business of [REDACTED] from [REDACTED]. He has had such expansive privileges at the Arden Hills testing center he was able to assure White Bear Lake Community Education he could provide all their students with a preferential Road Test slot. We have learned that other, smaller driving schools also have slots and their business is little more than selling these slots to the public. All this in secrecy, without any disclosure of the process, the limits, the criteria, etc. How many slots does Plymouth or Eagan hand out to their faves? Who are they? It is all a secret, I'm guessing for a good reason.

Safeway is the largest commercial driving school in the State, by almost 3x, and we were never told that standing exam times slots were available at testing centers. After all of our interactions with DPS, dozens every year, nobody mentioned to us that there were goodies available if you knew the right people. [REDACTED] with 250 students, had daily exam times and Safeway, with almost 9,000 students, never knew they were even available. That's really rotten.

I understand from a prior email from you that standing exam slots is a sensitive issue due to a complaint filed about it with your DPS Internal Affairs department. You mentioned the complaint in mid-April. It is now three months later and, according to Mark, it is still being "looked into".

We wish to file a formal complaint, as well. From what I see, the process to obtain these standing exam times needs full disclosure. The cronyism and favoritism is indefensible and I am very disappointed it has gotten as far as it has, with the privileged few still retaining their privilege.

How do I formally open a complaint? I'm hoping that process is more clear and documented. Please advise who I contact.

I will also be exploring a Freedom of Information request for standing exam times at Plymouth, Eagan and Arden Hills – who has them and how many they have.

Thank you for your help.

Chip Hayssen

From: Larson, Mark (DPS) [REDACTED]
Sent: Tuesday, July 2, 2019 9:11 AM
To: Charles Hayssen [REDACTED]
Subject: RE: Reinstating Exam Slots

Chip I will keep you in those spots if the decision is to keep allowing standing. I would hope a decision is made sooner than later. If the decision is to end this practice no one will have standing. I will keep you informed but that is the best answer I have right now. If they continue you still have them if we end it no one has them.

Mark Larson
Regional Supervisor
Arden Hills



From: Charles Hayssen [REDACTED]
Sent: Tuesday, July 2, 2019 6:57 AM
To: Larson, Mark (DPS) [REDACTED]
Subject: RE: Reinstating Exam Slots

Mark:

I'm hoping you will reconsider.

When I informed you in late May that we would like to suspend our standing daily exam times for the summer, I expressly said it was a suspension, not a cancellation, and wrote *"We would like to restart our daily Road Test appointment at 10:40 am. beginning Tue, Sep 4. I will confirm this with you in early Jul, when we will be posting our Sep lessons."*

When you confirmed the summer suspension by email, you never mentioned that once removed from the exam schedule, they would not be reinstated and that suspending the slots meant losing them indefinitely. Had we known, we would have kept them.

Accordingly, I believe Safeway has current standing, like the other driving schools with current standing, and our exams slots beginning in September should remain in effect.

Thank you for your consideration.

Chip Hayssen

From: Larson, Mark (DPS) [REDACTED]
Sent: Monday, July 1, 2019 1:12 PM
To: Charles Hayssen <[REDACTED]>
Subject: RE: Reinstating Exam Slots

The schools that have current standing remain in effect. No additional will be added and no changes to dates or times. So at this point you do not have any and if the decision is to let them continue we will get yours back in. If it is to end this practice all schools will lose what they have.

From: Charles Hayssen [REDACTED]
Sent: Monday, July 1, 2019 12:10 PM
To: Larson, Mark (DPS) [REDACTED]
Subject: RE: Reinstating Exam Slots

I understand.

Does that mean that no driving school has any September exam slots until a decision is made or does it mean no new exam slots will be added until a decision is made? I don't mind if it is the former, but Safeway should be able to offer the same services with the same preferences as other driving schools.

Thank you for the clarification.

Chip Hayssen

From: Larson, Mark (DPS) [REDACTED]
Sent: Monday, July 1, 2019 11:21 AM
To: Charles Hayssen <[REDACTED]>
Subject: RE: Reinstating Exam Slots

Chip, standing appointments are being looked at to see if they will continue or be discontinued. I will let you know once that has been decided.

From: Charles Hayssen [REDACTED]
Sent: Wednesday, June 26, 2019 11:30 AM
To: Larson, Mark (DPS) <[REDACTED]>

Subject: Reinstating Exam Slots

Mark:

If you remember, Safeway suspended our standing exam time this summer, expecting to resume the arrangement in the Fall.

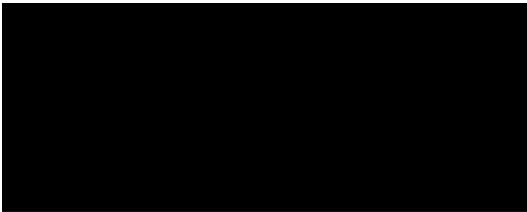
We are now in the process of posting our September lesson calendar and want to verify we will have a daily 10:40 a.m. exam time again. Can that start on Tuesday, September 3?

Thank you for your help.

Chip Hayssen

Charles N. Hayssen

SAFEWAY DRIVING SCHOOL



From: Charles Hayssen
To: [Lynagh, Timothy \(DPS\)](#)
Subject: Spreadsheet
Date: Friday, July 12, 2019 11:09:44 AM
Attachments: [Road Test Slots.pdf](#)

Tim:

Thank you for your call. I am so relieved the DPS leadership agrees with us.

You might find the attached interesting. As you know, there are 22 metro-area driving schools with standing road test appointments at the Arden Hills, Eagan, and Plymouth testing centers. Those schools, along with their 2018 behind-the-wheel enrollment and their annualized exam slots are shown on the attached. Both sets of data are from DPS, the former obtained from Deb Carlson, Driver Exam Program Manager, and the latter obtained from annual reports filed by the driving schools.

I'd love to understand how a driving school can have 11 times as many slots as they have students. I don't know [REDACTED], [REDACTED], [REDACTED], [REDACTED] or [REDACTED]. Never heard of any of them before I saw them on the list. But if 33 students need to take 364 road tests, I question the quality of instruction.

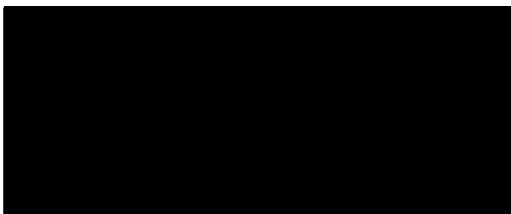
But it doesn't really matter if the instructors are well-trained or if the curriculum is rigorous or comprehensive. It doesn't matter if the driving school is financially sound, well-run, files accurate or timely regulatory reports, or even answers their phones. It doesn't matter if their customers can drive no better than the limited road test maneuvers. They have exam slots to sell and nobody is interested in all the rest. I'm pretty sure that's a business model the State should discourage, not enable.

As an aside, if you want to create more no-shows for the wait lines, why not allow online scheduling for up to six months out? We've been told the reason you can only schedule online 60 days out is because if you allow a longer time frame, too many people forget their appointments and never show up. Allow a larger online scheduling window would eliminate one problem – busy signals and long hold times on your scheduling number and solve another – lots of no shows.

Thanks again for calling. I have renewed faith that common sense and fairness will be applied.

Chip Hayssen

Charles N. Hayssen
[SAFEWAY DRIVING SCHOOL](#)



From: [Schmitz, Jeffrey \(DPS\)](#)
To: [Lynaugh, Timothy \(DPS\)](#); [Olson, Dawn M \(DPS\)](#)
Subject: Standing appointments study: MAD proposal
Date: Friday, July 5, 2019 9:41:56 AM
Attachments: [image001.png](#)
[image002.png](#)

FYI...

From: Kane, Matt (MMB)
Sent: Friday, July 05, 2019 8:40 AM
To: Schmitz, Jeffrey (DPS) <jeffrey.schmitz@state.mn.us>
Subject: RE: MAD proposal for evaluation of standing appts (+ capacity options)

Sounds good, Jeff. I'm sorry that we at MAD failed to pick up on the timing issue prior to our meeting with you at the end of the fiscal year. Keep me posted. I'm happy to field questions and requests regarding proposal particulars and scope.

Matt Kane
Senior Management Consultant
Management Analysis and Development

From: Schmitz, Jeffrey (DPS) [REDACTED]
Sent: Friday, July 5, 2019 08:23
To: Kane, Matt (MMB) [REDACTED]
Subject: RE: MAD proposal for evaluation of standing appts (+ capacity options)

Thank you Matt for your timely work on getting back to us with initial estimates, and guides on potential scope options.

I will now be sharing this information with DVS Director Dawn Olson, and DPS Assistant Commissioner Tim Lynaugh, so they can take a closer look at your outline and cost structure.

As with most things in our DVS life, timing is everything with us and we will now have to see if we have the appetite and financial capacity to afford nearly \$73,000 for this study. (Now that we are in a new fiscal year it carries with it advantages and disadvantages in considering to take this on.)

I will be in touch after I get some feedback from Dawn and Tim on this. (I'm sure they will have many questions on deliverables, cost, and timelines).

Thank you and I hope you enjoy your scheduled time off.

Jeffrey Schmitz
Deputy Director – Driver & Vehicle Services
Minnesota Department of Public Safety

Class D Standing Appointments

School Name	Location	Monday	Tuesday	Wednesday	Thursday	Friday
A+ Driving School	North Metro	1:00 PM	10:40 AM 1:00 PM	11:40 AM 1:00 PM	1:00 PM	1:00 PM
A+ Driving School	West Metro	11:00 AM 1:00 PM	11:00 AM 1:00 PM		11:00 AM 1:00 PM	11:00 AM
Ace Driving School	North Metro	1:20 PM	1:20 PM	1:20 PM		9:00 AM
Ace Driving School	West Metro	8:30 AM	8:30 AM	8:30 AM	8:30 AM 1:20 PM	
Aflah Driving School (may have 2 at times)	North Metro	2:00 PM	2:00 PM		2:00 PM	
Aflah Driving School	South Metro	11:00 AM	11:00 AM		11:00 AM	
Aflah Driving School	West Metro			11:15 AM		11:15 AM
Alamo Driving School	West Metro	1:00 PM, 1:20 PM 1:40 PM, 2:00 PM	1:00 PM, 1:20 PM 1:40 PM, 2:00 PM	1:00 PM 1:20 PM 1:40 PM	1:00 PM 1:20 PM 1:40 PM	1:00 PM 1:20 PM 1:40 PM
Bekele LLC Driving School	North Metro	2:40 PM			2:00 PM	
Bekele LLC Driving School	South Metro		11:00 AM		2:00 PM	12:30 PM
Bekele LLC Driving School	West Metro	1:20 PM			9:00 AM	
Capital Driving School	North Metro		1:20 PM		1:20 PM	
Capital Driving School	South Metro	1:40 PM				
Capital Driving School	West Metro			1:40 PM		

D&E Driving School	North Metro	11:00 AM	11:20 AM 3:00 PM	11:00 AM 3:20 PM	10:00 AM 1:40 PM	11:00 AM
School Name	Location	Monday	Tuesday	Wednesday	Thursday	Friday
Drive Today Driving School	South Metro	2:00 PM	2:00 PM	11:00 AM 2:00 PM	2:00 PM	11:00 AM
Inner City Driving School	North Metro			1:00 PM		
Inner City Driving School	West Metro	10:30 AM	1:40 PM			
John's Driving School	North Metro					2:00 PM
Ken's Driving School	North Metro		3:20 PM		3:20 PM	3:20 PM
Ken's Driving School	South Metro	10:40 AM		10:40 AM		10:40 AM
Life Star Driving School	North Metro		11:00 AM		11:00 AM 2:20 PM	2:20 PM
Life Star Driving School	South Metro	12:00 PM		2:00 PM		
Life Star Driving School	West Metro			12:00 PM	2:00 PM	12:00 PM
Midtown Driving School	West Metro	Occasional Appointments				
Midway Driving School	North Metro			11:20 AM		
Midway Driving School	South Metro	2 @ 10:40 AM 1 @ 1:40 PM	10:40 AM 1:40 PM 2:00 PM	10:40 AM 1:40 PM 2:00 PM	10:40 AM 1:40 PM 2:00 PM	10:40 AM 1:40 PM
Midway Driving School	West Metro	1:40 PM				
Midwest Driving School	South Metro			9:00 AM 9:20 AM		

Midwest Driving School	West Metro	9:00 AM 2:00 PM	9:00 AM		9:30 AM 1:00 PM	10:30 AM
Road Ready Driving School	North Metro			11:00 AM		
School Name	Location	Monday	Tuesday	Wednesday	Thursday	Friday
Safari Driving School	North Metro	3:00 PM				3:00 PM
Safari Driving School	South Metro		8:40 AM		8:40 AM 9:00 AM	
Safari Driving School	West Metro	2:20 PM	2:20 PM		2:20 PM	
Safeway Driving School	North Metro		10:30 AM			
Silver Lake Driving School	North Metro	2 @ 8:20 AM 1 @ 12:20 PM	2 @ 8:20 AM 1 @ 12:20 PM 2 @ 2:00 PM	2 @ 8:20 AM 1 @ 12:20 PM 2 @ 2:00 PM	2 @ 8:20 AM 1 @ 12:20 PM 2 @ 2:00 PM	2 @ 8:20 AM 1 @ 12:20 PM
Streetwise Driving School	South Metro	11:40 AM 1:40 PM	2 @ 11:40 AM 1 @ 1:40 PM	11:40 AM 1:40 PM	11:40 AM 1:40 PM	11:40 AM 1:40 PM
Suburban Driving School	South Metro		10:00 AM 2:40 PM			10:00 AM
Sunrise Driving School	North Metro					11:00 AM
Sunrise Driving School	South Metro		11:20 AM	11:20 AM 11:40 AM	11:20 AM	
Sunrise Driving School	West Metro	8:00 AM 2:00 PM		8:00 AM		8:00 AM 2:00 PM
Teens Driving School	North Metro	2:00 PM 2:40 PM	2:00 PM 2:40 PM	2:00 PM	9:40 AM 2:40 PM	10:20 AM
Wal-Mara Driving School	North Metro	10:30 AM				

